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OSA 2955-64

18 June 1964

**MEMORANDUM FOR: Director, Office of Training**

**SUBJECT:** Senior Management Seminar -- Week of  
19 May 1964

1. As a member of the "Green Team", the undersigned was a contributor to the Green Team Report dated 9 June 1964. However, I feel there are a number of additional points worthy of note:

a. The staff, [REDACTED] and [REDACTED] are to be commended for their handling of a difficult subject and group of individuals.

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b. The subject matter "managerial grid" is a useful stimulus and certainly has a multiplicity of applications in this unique Agency.

c. As a constructive criticism, I felt the managerial grid approach tended to overemphasize the sociological factors in group dynamics. To be a true "9, 9" presupposes a perfect supervisor. Unfortunately, most of us are not that gifted. There are other things we need to know about our management job, i. e., the specific work of a manager. What are the tools and methods employers use to "get others to do the job"? There are other elements in effective management that need to be identified and explored by this Agency to complement the subject matter of the Management Grid Seminar. My past experience suggests such items as leading, planning, organizing, and controlling.

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OSA 2955-64

d. In addition, I believe it is extremely important for the Agency to abandon the Career Service concept for all Officers Grade GS-15 and above and to develop them into generalists who are capable of moving from one Directorate to another. This may appear ideal, but it is necessary to the solution of the present compartmentation/communication barrier which limits our productivity and evolution as the principal Agency in the U. S. Government developing information on world affairs.

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2. I have specific points to bring out regarding the tools of a manager which [REDACTED] and I agreed to discuss in the near future.

3. As implied in the above, I found the course very interesting and am pleased to have attended.

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Chief, Programs Staff  
Office of Special Activities

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cc: CMO/DDS&T [REDACTED]

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